



The Effect of Spiritual Leadership, Organizational Support, and Islamic Work Ethic Testing Employee Performance and OCB as Mediating Variable

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Abstract. Employees and companies are two things that cannot be separated because employees play a major role in carrying out company activities. Every company tries to improve and develop its company by doing many ways related to the employee performance improvement program. To make progress and achieve the goals set, a company needs to mobilize or monitor its employees to develop its capabilities. Motivation is the driving force for work, achievement and the basis for efforts to design attractive works so that employees want to do their jobs. The internal functions of the workforce/employees are related to one another, plus other internal functions. This condition needs to be directed so that the company's function as an entity can provide sustainable services to the community based on mutual benefit. An interesting thing about this study is how Indonesian Islamic Banks maintain Islamic nuances in running the company's wheels and a professional work rhythm like conventional banks. This paper was conducted in Islamic banking companies in Indonesia. The sample used was employees who have worked for approximately one to two years using non-probability sampling techniques. The analytical tool used was Structural Equation Modeling (SEM). This paper examines the effect of spiritual leadership, organizational support, and Islamic work ethics on organizational citizenship behavior and employee performance. The study was conducted on 186 employees of Islamic banking in Indonesia.

Keywords: Spiritual leadership · organizational support · islamic work ethics · organizational citizenship behavior · employment performance · islamic banking

1 Introduction

To achieve its goals, a company needs to carry out various internal functions in an integrated manner as a transformation process to produce good outputs in the form of goods and services offered to consumers. Firms and their workers are inseparable because of the important role that employees play in completing company tasks. There are numerous ways in which firms strive to improve their company's overall performance, including through the implementation of employee performance improvement programs. A firm's capacity to progress and meet its objectives depends on the ability to mobilize and monitor its employees.

Motivation is the driving force for work, achievement and the basis for efforts to design attractive works so that employees want to do their jobs. The internal functions of the workforce/employees are related to one another, plus other internal functions. This condition needs to be directed, as a means of providing the community with long-term services based on a mutually beneficial relationship between the company and the community.

In general, every company has high expectations that its employees can improve their performance and effectively fulfill their responsibilities for their work. Employee performance-based opportunities also influence motivation to achieve the employees' performance.

This research examines how spiritual leadership, work-life balance, and an Islamic hard work could indeed enhance the output of Islamic-Indonesian Bankers in Central Java. For example, the three indicators directly affect employee performance, and the indirect relationship has an impact on performance through indicators of organizational citizenship behavior. In this study, organizational citizenship behavior is an intervening variable because it is expected to solve problems at Indonesian Islamic Banks in Central Java. In fact, employees give more value to the work as their duty and add value to the company because the employees' behavior, promotes the efficient operation of the company despite the fact that it is not explicitly or explicitly acknowledged by means of the reward system. With organizational citizenship behavior, the Indonesian Islamic Banks in Central Java employees are expected to have extra-role behavior because the behavior performed by the employees exceeds their primary task. Thus, it is expected to improve the performance of Indonesian Islamic Banks in Central Java. Every research has problems narrowing the focus point to be studied. In this study, the focal point to be achieved is to look at civic engagement in the workplace in the framework of the Islamic-Indonesian Bankers in Central Java performance.

1.1 Spiritual Leadership

A leader's job is to make it easier for those under him or her to accomplish their own goals and objectives [1, 2]. Leadership is critical to an organization's effective function [3]. Leadership style theories differ widely, but they all share a common goal: leaders want to inspire their subordinates [4]. Style, nature, and behavior all play a role in the effectiveness of leadership [5, 6].

1.2 Organizational Support

Employee commitment to the firm's achievement and the firm's concern for the well-being of its employees are both shown through the organization's provision of organizational support. The emotional support that people get from the family shows self-love to be shielded from harm and to feel safe. The theory of organizational support [7] assumes employees of a common belief about how much organizations care about the well-being and contributions of others.

1.3 Islamic Work Ethic

Personality and behavior of a person related to working in accordance with Islamic faith, which constitutes an important life attitude toward it, is the basis of the Islamic work ethic. Based on this opinion, it can be concluded that the Islamic work ethic is a human character or habit in work that is based on Islamic faith/aqidah and is based on the Qur'an and Sunnah. For humans, working is not only a motive to seek the life of the world but also an order from religion. A person's work ethic is formed by the motivation that emanates from the system of Islamic faith/aqidah concerning work that departs from the teachings of revelation in collaboration with reason.

1.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is an employee action that is not regulated or controlled by the company, but rather is a sincere, happy employee, and voluntary action. Workplace loyalty and the ability to work effectively on one's own are hallmarks of employees with Organizational Citizenship Behavior (OCB) [8]. This concept emphasizes positive work behavior that isn't acknowledged by the official reward system, which suggests that such behavior is driven by something deeper inside the employee. OCB is viewed as a multifaceted construct in the study that has been conducted. According to previous research, OCB was more commonly thought of as being a type of "extra-role" behavior [9], a wide range of behaviors have been found to fall under the umbrella of OCB in more recent investigations. Researchers [10] found that OCB has five dimensions, according to a review of the literature. Prosocial behavior, such as assisting others in accomplishing their goals, is an example of altruism. Employees at Altruistic OCB are eager to make their workplaces better [11].

1.5 Employee Performance

All organizations rely on human resources, so their success cannot be divided from the success of each person involved in the organization, and also that the last accomplishment is known as "performance." As a result of this performance, it is possible to gauge how much effort a person puts into accomplishing their tasks and goals. Employees' performance is based on the quality and quantity of work they produce while fulfilling their duties. Among academia and practice in a wide range of fields, the most frequently used phrase is "employee performance". However, the accomplishment of a job performed by employees, regardless of whether it is clearly described in their job duties and responsibilities or not, is generally referred to as "performance" [12]. Performance can be conceptualized in a variety of ways: from an organization's overall effectiveness to its sense of civic responsibility, for example [13]. In this study, employee performance is conceptualized as work performance in which employees carry out their official roles and duties to encourage organizational achievement [12].

2 Results and Discussion

Measurements of a formation variable's reliability can be thought of as a gauge of how well each indicator reflects the same structure factor. Both composite and construction

reliability, as well as variance extracted, can be used to assess reliability. The reliability of the construction must be at least 0.70, and the variance extracted must be at least 0.50. Using the developed variable formation, we can see how much variance is extracted. This indicates that the developed variables adequately represent the indicators, as evidenced by the high extracted variance values (Hair, 2010) (Fig. 1 and Table 1).

Each construct had high reliability, with all values exceeding the criterion of 0.70. Most constructs meet the required cut-off value of 0.50, according to the outcomes of the calculated variance.

1.448 CR value and 0.148 probability have been estimated for the test of the impact of transcendental leadership on organizational citizenship behavior. A value of 1.448 is smaller than 1.96, and the probability is greater than 0.05, so the hypothesis of H1 is invalidated by these two values. Since spirituality has no significant impact on organizational citizenship behavior, it can be concluded.

It was estimated that Organizational Support has an impact on organizational citizenship behavior with 2.455 CR value and 0.014 probability. CR = 2.455 (greater than 1.96), probability = 0.014 (less than 0.05), and both values obtained are acceptable for H2 acceptance.

Estimated CR values and probabilities show that Islamic work ethic has an impact on organizational citizenship behavior. 0.514 CR value, that also is higher than 1.96, and 0.618 probability, that also is higher than 0.05, must not fulfil the criteria for H3

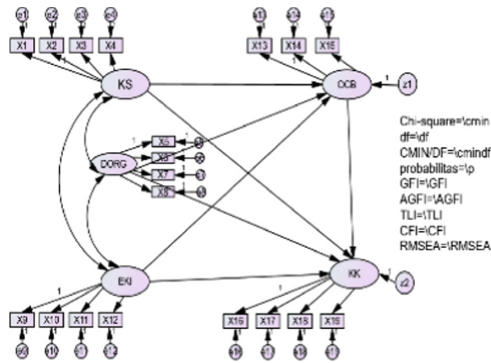


Fig. 1. Research Model

Table 1. Reliability and Variance Extracted Testing

Variable	Reliability	AVE
Spiritual Leadership	0.883	0.654
Organizational Support	0.852	0.69
Islamic Work Ethics	0.909	0.715
Organizational Citizenship Behavior	0.91	0.67
Employee Performance	0.95	0.73

acceptance. On the basis of these findings, the Islamic work ethic cannot be said to improve corporate citizenship.

-0.022 CR value and 0.983 probability were found in the estimation methods for assessing the impact of spiritual leadership on worker performance. Because the CR value is lesser than 1.96 and the likelihood is greater than 0.05, H4 does not accept these two values. This means that spiritual leadership seems to have no effect on the performance of staff members.

To test for the influence of job support on worker performance, the parameter estimations show that the CR value is 1.874 and the probability is 0.06. We can't accept these results because they don't meet H5's minimum requirements for confidence ratio (CR) of 1.874 and probability of 0.061.

The parameter estimation shows a 1.691 CR value and 0.091 probability for assessing the impact of Islamic work ethic on worker performance. In order to accept H6, one must meet the 1.691 CR value and the probability of 0.091, which are both lower than 1.96 and higher than 0.05. Accordingly, it could be said that the Islamic work ethic seems to have no impact on the productivity of employees (Table 2).

2.840 CR value and 0.0051 probability were found in the estimation methods for checking the impact of organizational citizenship behaviour on employee performance. 2.840 CR value is greater than 1.96, and the likelihood of 0.005 is less than 0.05, both of which are required for H7 acceptance.

Rather than simply moving or working, the ethos is a virtuously charged personality trait that enables him to fulfill and achieve the life's ultimate purpose in a way that pleases God. In order to be happy in this life and the next, a person must have a strong work ethic that is complemented by the qualities of passion, expertise, integrity, and honesty in their field. Based on this opinion, it can be concluded that the Islamic work ethic is a

Table 2. Hypothesis Measurement

Hypotheses	Estimated	SE	CR	P	Label
Organizational Citizenship Behavior ← Spiritual Leadership	.492	.340	1.448	.148	par_8
Organizational Citizenship Behavior ← Islamic_Work_Ethics	.042	.082	.514	.608	par_15
Organizational Citizenship Behavior ← Organizational Support	.358	.146	2.455	0.014	par_23
Employee Performance ← Islamic_Work_Ethics	.110	.065	1.691	.091	par_9
Employee Performance ← Organizational Citizenship Behavior	.278	.098	2.840	.005	par_10
Employee Performance ← Spiritual Leadership	-.005	.246	-.022	.983	par_20
Employee Performance ← Organizational Support	.228	.122	1.874	.061	par_24

human character or habit in work that is based on Islamic faith/aqidah and is based on the Qur'an and Sunnah. For humans, working is not only a motive to seek the life of the world but also an order from religion. A person's work ethic is formed by the motivation that emanates from the system of Islamic faith/aqidah concerning work that departs from the teachings of revelation in collaboration with reason. The actions performed by employees go beyond the roles that the organization has required, and these actions promote the well-being of co-workers, workgroups, and the organization. An organization's success relies on its employees' ability to help their co-workers, generate a favorable work environment, patiently deal with disruptions, and maintain the company's assets. The role of organizational citizenship behavior is critical because it is an important organizational behavior.

3 Conclusion

From the results of this study, several suggestions can be used as input for employees in Islamic banking: encouraging organizational citizenship behavior and employee performance, including spiritual leadership, organizational support, and Islamic work ethics. This research has important implications for encouraging the direction of further human resource research to consider the various existing factors that can encourage employee performance through organizational citizenship behavior.

This study has explored several factors that drive organizational citizenship behavior and employee performance, including spiritual leadership, organizational support, and Islamic work ethic. This research has important implications for encouraging the direction of further human resource research to consider the various existing factors that can encourage employee performance through organizational citizenship behavior.

For future study, it suggested to: (1) study not only from one employee's point of view but two points of view simultaneously, namely: the points of view of the leader/top management/manager and the employees themselves. (2) Study among or across generations to better describe or predict the overall performance of employees in a company.

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